ABSTRACT

AN INTERNSHIP WITH THE YSLETA DEL SUR PUEBLO

by Amy Sue Alesch

This paper reports on my experience as the Environmental Management Director (EMD) for the Tigua Indian nation, also known as the Ysleta del Sur Pueblo (YDSP), of El Paso, Texas. In partial fulfillment of the Master of Environmental Science degree at the Institute of Environmental Sciences, I completed a 12 month internship as the EMD. My responsibilities included managing grant programs, obtaining program funding, representing YDSP at various local, regional and national events, defending YDSP’s cultural and environmental interests and managing the Environmental Management Office staff and budgets. My responsibilities included numerous environmental topics, including air, solid waste, energy, conservation, environmental health and education/outreach. I prepared a Quality Management Plan, three grant proposals, comment letters on draft Environmental Impact Statements and other environmental documents. The programs were community driven and culturally-based. The opportunity to serve as EMD provided me with invaluable experience and opportunities working for an American Indian nation.
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I would also like to say thank you to Ysleta del Sur Pueblo, for allowing me this wonderful, life changing opportunity. In particular, I would like to thank Governor Senclair, Lt. Governor Carlos Hisa and the YDSP Tribal Council for the continued support they provide me as a director. Linda Austin and Jose Lopez have also been invaluable in the assistance they have given and continue to give me in the day to day duties of my position. Both taught me a good deal of what I now know and I continue to learn from them both.
An Internship with the Ysleta del Sur Pueblo (YDSP)

I. A Brief History of Ysleta del Sur Pueblo

The Tigua Indians of Ysleta del Sur Pueblo (YDSP) are a federally recognized Indian nation in El Paso, Texas. The Tigua of Ysleta del Sur Pueblo are Pueblo Indians, descending from the Pueblo Indians of New Mexico. Ysleta del Sur Pueblo is the southernmost nation of the Rio Grande Indian Pueblos that extend northward to the Taos Pueblo of New Mexico, north of Santa Fe, New Mexico. In Spanish, “del Sur” means “of the south”. This is to distinguish the tribe from the Isleta Pueblo of northern New Mexico (near Albuquerque) (Appendix A, Map 1). Additionally, YDSP retained the Spanish spelling of Ysleta with a “y”. The Tigua Indians were removed from Isleta Pueblo by the Spanish in 1680 and 1681. The Spanish, fleeing the Pueblo revolt, forced the Tigua Indians to carry supplies as they fled south through New Mexico to the area of present day El Paso and Ysleta del Sur Pueblo (please see Map 1).

The Ysleta del Sur Pueblo is the oldest community in the state of Texas; the Ysleta Mission is the oldest parish in the state of Texas (Figure 1). The Tigua Tribal Council is the oldest government in the state. The Tribal Council governs by oral tradition; there is no written constitution, an aspect common to Pueblo cultures. In 1967, the Tigua of Ysleta del Sur Pueblo were recognized by the United States government as a sovereign Indian nation. Trusteeship was transferred to the State of Texas; in 1987, Texas relinquished trusteeship back to the Federal Government.

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2 Houser, Nicholas P. (accessed April 2007).
Figure 1. The Ysleta Mission is the oldest parish in the state of Texas.

YDSP is located primarily in El Paso, TX on the U.S./Mexico border. The Mexican city of Ciudad Juarez borders El Paso, and both cities combine to create a metropolitan area of over two million people that has experienced considerable growth within the past 20 years. This growth is not expected to subside as the Fort Bliss military base, located in Northeast El Paso, continues to expand. YDSP is also located within approximately 25 miles of the New Mexico border (Appendix A, Map 2). Historically, the City of El Paso developed around and encompassed the Tigua Indian nation. Currently, there are over 1350 members of the Tigua nation.

Ysleta del Sur Pueblo consists of two residential reservation subdivisions. The Old Reservation is in southeast El Paso and is considered an urban reservation. It is approximately 22 acres, with a population of over 300 people. This residential area was constructed in 1976 (Figure 2).

The New Reservation is in the city of Socorro, Texas, approximately five miles southeast of the Old Reservation (Appendix A, Map 2). This subdivision was constructed about 10 years ago and is located in a more rural area. The New Reservation is 64 acres with a population of a little over 400 residents (Figure 3). Both reservation
areas are within less than a mile of the U.S./Mexico border. In addition to the two residential subdivisions, YDSP owns multiple properties, most of which are near the Old Reservation. These areas are both commercial and residential properties located in a very culturally significant area of the city.

![Figure 2. Old Reservation housing located in El Paso, TX.](image)

![Figure 3. New Reservation housing located in Socorro, TX.](image)

The proximity of YDSP to the international border poses very unique environmental issues. There are solid and hazardous waste issues occurring in Mexico that affect the Tiguas. Additionally, illegal immigrants cross Tigua lands at times,
leaving waste on Tigua properties. Furthermore, illegal immigration has prompted the construction of a border fence. There are a number of plants in this area that are culturally significant to the Tiguas. Construction will certainly affect these plants and potentially Tigua access to these significant areas and plants. Air pollution is an example of another environmental concern that is more complex due to border issues; differing environmental regulations, enforcement efforts and economic status across the border result in more significant air pollution in the area.

Historically, the Tigua spoke the Tiwa language. Some tribal members are still familiar with the Tiwa Language. However, most Tiguas today speak predominantly English and Spanish, although the Tigua songs and chants are predominantly in Tiwa. The principal Tigua feast day is June 13th, which honors St. Anthony. The Tigua have maintained a blend of Catholic and Tigua traditions. The feast day is celebrated with traditional dancing and food (Figure 4). The plants necessary for the feast are gathered near the Rio Grande. The Rio Grande is entwined with Tigua history and culture.

![Tigua feast day celebration.](image)

**Figure 4. Tigua feast day celebration.**

YDSP also owns a little over 3000 acres in the Hueco Mountains, located in northeast El Paso County (Figure 5). The Hueco property is of major cultural and historical significance to the Tiguas. The area was used for hunting, shelter and medicinal plants. There are petroglyphs located in the Hueco Mountains and surrounding area that are traced back to the Tigua culture (Figure 6). In fact, the entire area of El Paso and along the Rio Grande is of historical and cultural significance to the Tiguas.
The Tigua Indians also own Chilicote Ranch near Valentine, Texas (approximately three hours south and east of El Paso). The ranch is over 70,000 acres of flat grassland and rugged mountains (Figures 7 and 8). YDSP raises cattle at Chilicote Ranch. The ranch is significant to the Tigua because Tigua military scouts were killed in this area, in addition to the area being utilized for hunting throughout Tigua history. The ranch is available for YDSP members to use as a vacation area or for hunting.
Currently, the Environmental Management Office (EMO) is responsible for conservation efforts on both the Hueco property and Chilicote Ranch. Conservation plans are currently being developed through the U.S. Department of Agriculture Natural Resources Conservation Service (NRCS).

![Chilicote grassland for cattle grazing.](image1)

**Figure 7. Chilicote grassland for cattle grazing.**

![View from Chilicote Ranch overlooking a canyon.](image2)

**Figure 8. View from Chilicote Ranch overlooking a canyon.**

II. Internship Background

The Environmental Management Office at Ysleta del Sur Pueblo was established through the General Assistance Program (GAP) funded by the US Environmental
Protection Agency (EPA). The Indian Environmental General Assistance Program Act of 1992 directed the Administrator of the US Environmental Protection Agency (EPA) to establish the Indian Environmental General Assistance Program (GAP) to provide grants to Indian nations for the establishment of tribal environmental programs. The GAP grant funding provides monies to build tribal capacity to administer environmental programs on tribal lands, provide technical assistance to tribal governments and develop programs to address environmental issues on tribal lands.\(^3\)

The Ysleta del Sur Pueblo first received GAP funding from EPA in Fiscal Year 2000. Currently, GAP monies fund the position of the Environmental Management Director (EMD) and the Environmental Assistant (EA). The GAP grant is the main operating grant for the Environmental Management Office (EMO) at YDSP. Additionally, the GAP monies fund research and writing of additional grant proposals for grant monies that will supplement EMO activities and capacity building.

The position that I hold at YDSP is that of Environmental Management Director. As such, it is my responsibility to manage the grant activities and monies for the grant projects we are currently working on. Additionally, it is my responsibility to seek out additional funding opportunities, represent YDSP at various local, regional and national events, defend YDSP’s cultural and environmental interests, manage the EMO staff and budgets and participate in the administration of the organization.

**III. Grant Management**

Grant management is one of the principal components of my job responsibilities. Currently, the EMO has two grants it is operating under and responsible for. The GAP grant, as previously mentioned, is the major funding grant for the day to day activity of the EMO. I also manage the biodiesel demonstration project. The Tribal Air Program (TAP) and the Border 2012 grant are grants that I managed during my time as EMD and have closed out during Fiscal Year 2007.

The GAP grant is an annual grant that allows Indian nations to research areas and opportunities, with regards to the environment, for further development. GAP also allows for community outreach and education, participation in local, regional and

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national meetings/conferences sponsored by EPA and other government agencies. For example, under the current GAP grant, the EMO has established a pilot recycling program. GAP will not fund this program indefinitely, but it does provide funding for the EMO to institute a pilot project, gather data, evaluate the project and develop an action plan for the future (Figure 9). At this time, the pilot recycling program has been operating for one month (June 2007), during which time five pounds of aluminum, 27 pounds of plastic and 184 pounds of paper have been diverted from the waste stream. At the conclusion of the pilot program (the close of the GAP grant fiscal year on September 30, 2007), the EMO will have enough data and experience to make a decision as to whether to pursue further development of and funding for this program, or if EMO time and money is better directed toward other projects. In this manner, GAP allows the EMO to assess and evaluate projects and research mechanisms to continue the programs at the conclusion of the GAP project funding.

Figure 9. Profile 6 recycling bin located on YDSP’s New Reservation.

As previously mentioned, GAP also provides funding for community education and outreach. Education/outreach is an essential component of a successful environmental program. The EMO is extremely active in education and outreach activities. In order to kick off the YDSP recycling program, the EA and I went door to door on the New Reservation to notify community members of the location and
availability of the recycling bin; we also distributed a magnet created by the EMO to inform community members on acceptable items to be placed in the bin (Figure 10).

![Magnet created by EMO to promote community recycling program.](image)

**Figure 10. Magnet created by EMO to promote community recycling program.**

The GAP grant also provides funding for the EMO to be active in local, regional and national meetings and conferences. As EMD, I attend local meetings hosted by agencies and organizations such as the El Paso Metropolitan Planning Organization (MPO), Paso del Norte Watershed Council and International Boundary Waters Commission. The EMO also attends regional and national meetings/conferences such as the Border 2012 National Coordinators Meeting (Figure 11), the EPA Region VI Regional Tribal Operations Committee meetings and other program related meetings and conferences. In this way, the EMO is able to assert YDSP input and maintain YDSP interests in these groups, as well as remain updated and establish networking contacts throughout the nation.
Figure 11. National Coordinators Meeting (NCM), May 2007.

As mentioned above, GAP funds technical training to build EMO capacity. GAP requires that the training supports and reinforces GAP goals. In order to be in compliance for receipt of U.S. EPA funds, individuals working on U.S. EPA grants are required to take the U.S. EPA Quality Assurance/Quality Compliance (QA/QC) course (Figure 12). Additionally, I have had the opportunity to receive training in the National Environmental Policy Act (NEPA), air monitoring and hazardous materials/nuclear and radiological awareness training, among other courses.

Figure 12. Certificate from U.S. EPA QA training funded by GAP grant.

It is my responsibility to write the GAP grant each year and to establish a viable grant work plan and budget. The proposal for FY 2008 was written in April 2007. I
tailored the GAP grant to compliment activities that the EMO is currently pursuing. Included in the FY 2008 GAP grant work plan is an YDSP energy audit, development of an YDSP solid waste management plan, construction of a GIS vegetation map of YDSP lands, along with established activities such as attending local, regional and national meetings.

The biodiesel demonstration project is also funded by the U.S. EPA through Clean Air Act (CAA) funds. The biodiesel grant program will terminate September 30, 2007. Currently, the EMO is producing biodiesel from peanut oil, methanol and sodium hydroxide (Figure 13). The goal of the project is to produce ASTM standard biodiesel. At present, the EMO has not produced biodiesel that meets this standard, although several attempts have closely approached the standard. The EMO has participated in various community outreach activities under this grant as well. In March 2007, the EMO participated in the Franklin Mountains Poppies Festival and in July 2007, the EA and the two biodiesel Environmental Technicians participated in the Biodiesel Coop Conference in Golden, CO.

![Figure 13. YDSP biodiesel produced from peanut oil, methanol and sodium hydroxide.](image)

The Tribal Air Program is funded under a Clean Air Act (CAA) 103 project grant. The Community Air Toxics project concluded in June 2007. The project consisted of sampling for air toxics on the Old and New Reservations and analyzing the data. The project provided funding for the position of Air Quality Specialist (AQS), which was a temporary position for the duration of the grant project. The AQS performed the majority of the activities (monitoring, data accumulation, report writing) for this grant.
My major responsibilities were to oversee the budget, ensure activities were performed satisfactorily, provide guidance and direction for the AQS and the project, make decisions on the future pursuits of the air program and deal with the agencies and issues that arose during the course of the project. The results of the project revealed a higher concentration of air toxics on the Old Reservation (urban) than the New Reservation, although none of the toxics measured were over U.S. EPA regulatory levels. Additionally, most of the toxics detected were from sources such as auto emissions. These results were not surprising.

The EMO also has closed the Border 2012 project in March 2007. This project was in process when I became EMD. The grant provided for the development and production of an educational DVD that would instruct on the proper disposal of household hazardous waste. This project was community driven. Members of YDSP wrote, acted in, produced and directed the DVD that was entitled *Pehla Funi “Black River”* (Figure 14). The completed DVD was available in English and Spanish and was distributed to all U.S. tribes along the U.S./Mexico border, the tribes in New Mexico and the Native American Environmental Protection Coalition (NAEPC) who distributed them to indigenous groups in Mexico. The DVD was very well received. A pre- and post-survey accompanied the DVDs and the resulting survey analysis indicated an increased likelihood of proper household hazardous waste disposal and an increased knowledge of household hazardous waste issues after viewing the DVD.
Grant management has entailed a number of different responsibilities. Not only do I manage the grants, I also perform numerous activities required in the grant work plans. The EMO consists of the EMD, the EA, the AQS and two Environmental Technicians that work solely on the biodiesel demonstration project. Essentially, the EA and I are responsible for everything that is not encompassed by the biodiesel project and the Tribal Air Program. Grant management requires knowledge of budgeting, administrative responsibilities to YDSP and the funding agencies, staff management, time management and a variety of other responsibilities. For example, as previously mentioned, I had to be trained in Quality Assurance/Quality Control by the U.S. EPA to satisfy their agency requirements. U.S. EPA also requires that quarterly be submitted to the project officers at the end of each fiscal year quarter. Additionally, the administrative requirements of YDSP have to be met, such as the submission of internal budgets and purchasing requirements.

Grant management has presented a variety of challenges. The most difficult challenge was to understand the grant processes, requirements and budgetary considerations. For example, U.S. EPA states that they fund projects, not programs. The
result of this is that personnel funded through each grant project are no longer funded at the conclusion of the project.

For example, the AQS was funded through the CAA 103 grant. When I started at YDSP, I was not aware that this grant was not a grant funding a “program” but a grant funding a “project”. At the conclusion of the project, the AQS position was no longer funded. I was not aware of this until December 2006, approximately six months after I started the position. Additionally, the AQS claimed that he was not aware of this, although it is YDSP policy to inform all grant funded employees of the nature of their positions. I had to learn the requirements and limitations of this type of grant funding, which is unlike funding under the GAP grant. Additionally, I had to notify the AQS of the situation and terminate the AQS position at the conclusion of grant funding.

A major challenge of grant management is the grant budgets. Each grant budget operates a little differently and has different terms and conditions. Also, the funding agency has terms and conditions for each grant and the YDSP accounting office has its own budgeting requirements and procedures. The two do not often coincide. Budgeting has been a major challenge, as well as understanding the procedures and requirements of all entities involved.

**Section IV. Seeking Additional Funding**

Due to YDSP’s financial situation, all activities that the EMO pursues require 100% grant funding. Consequently, projects that may be worthwhile will not be pursued if there is a funding match required or if there is not a grant that will fund that particular project. Therefore, part of my responsibilities as EMD require locating funding opportunities, writing grant proposals and securing funding for projects that will benefit the YDSP community. I have applied for and YDSP has been awarded three additional grants in my time as EMD. The EMO has been awarded two grants from the US EPA—a Brownfields Community-wide Assessment grant (Figure 15) and a tribal lead grant. The EMO was also awarded a Tribal Wildlife Grant through the U.S. Fish and Wildlife
Grant writing is a research intensive, time consuming process. The major challenge of grant writing was that I had no prior experience with this activity. I contacted other Indian nations for copies of successful grant applications (specific to the grant I was writing) and used those as guidance. Additionally, the limited number of contacts and resources I had made at that point provided sources for advice and input. Furthermore, some of the grant proposals dealt with subjects that I had limited knowledge of. Thus, the research component was quite significant and I spent a good deal of time researching and accumulating documentation to back my assertions. Many of the grants required (or scored more favorably) grant applications that were accompanied by letters of support from local and state agencies (Figure 16). This involved determining the relevant agency contacts and requesting support. Budgeting, again, was a challenge in the grant writing process, as well. Detailed budgets are
required with grant applications. Thus, research on costs and methods of implementation was quite intensive.

Figure 16. Support letter from the District Natural Resource Conservation Service supporting YDSP’s grant application for the U.S. FWS Tribal Wildlife Grant.

Section V. YDSP Representative

Another significant, and extremely important, component of my job requires that I represent YDSP and its interests at meetings, conferences and on issues requiring public comment. As EMD, I attend environmental meetings such as the EPA Region VI Tribal Operations Committee meetings. These meetings cover issues affecting Indian nations in EPA Region VI. As the representative for YDSP, it is my responsibility to speak for YDSP with regards to environmental issues, as well as to inform the Tribal Council of pertinent Tribal and environmental issues in Region VI. Additionally, I attend local meetings such as the International Boundary Waters Commission (IBWC) Rio Grande
Citizen’s Forum, the El Paso MPO Transportation Planning Advisory Committee and the Paso del Norte Watershed Council.

In order for me to perform this component of my job adequately, it was necessary (as well as a pleasure) to become familiar with YDSP’s general areas of cultural importance, the feast and ceremonial dates and to understand the YDSP community and history. The EMO protects YDSP environmental interests; these interests are inseparable from the cultural interests of this Indian nation. The most essential element I came to understand during my time thus far at YDSP is that for Indian nations, place is a very important aspect. Culturally significant plants may exist elsewhere in the area; however, the place the plants are collected from is as significant as the plants themselves.\(^4\) This understanding is essential in order to competently serve as an YDSP representative.

**Section VI. Defend YDSP Environmental & Cultural Interests**

Another significant responsibility I have as EMD is to represent YDSP in various government to government consultations. Projects requiring Environmental Assessments (EAs) and Environmental Impact Statements (EIS) are routed to the Environmental Management Office. In order to properly fulfill this duty, it is necessary to consult with the Tribal War Captain, Tribal Council and the Environmental Assistant (who is an YDSP tribe member). The Tribal War Captain is the keeper of Tigua traditions. The War Captain answers to the Cacique (chief) and oversees the Capitanes, the Traditional Councilman of the tribe. The War Captain is responsible for the tribe’s traditional prayers, ceremonies and dances and is charged with the responsibility of ensuring that Tigua traditions do not die.\(^5\) The War Captain is a lifetime position, currently held by Rick Quesada, Jr. The Tribal Council is an elected council of tribal representatives that serve the tribe in a governmental, administrative capacity for a term of one year. Input from both the War Captain and Tribal Council is critical in determining the best interests of the Tigua tribe with regards to federal projects and initiatives requiring consultation.

After consultation with the appropriate YDSP individuals and groups, I am better able to represent YDSP interests and needs. I have met with the Bureau of Reclamation (BOR) and the International Boundary Waters Commission on EAs recently. I have

\(^4\) Jose Lopez, e-mail message to author, May 11, 2007.

\(^5\) Jose Lopez, e-mail message to author, May 11, 2007.
written comment letters on various projects. This responsibility is often frustrating. Rarely do agencies of the Federal government engage in true government to government consultation. The United States Federal Government and its agencies are required under Executive Order 13175 to engage in meaningful government to government consultation and collaboration with sovereign Indian nations on Federal policies that have tribal implications.\footnote{Executive Order no. 13175, \textit{Code of Federal Regulations}, title 3, p. 67249 (November 9, 2000).} Government to government consultation recognizes and respects Indian nations as sovereign nations with the right to self-determination and self-government. The Tigua’s Consultation Policy outlines the definition of government to government consultation for the Tigua Indians (Appendix B). The consultation policy demands consultation prior to the development of alternatives, in addition to consultation separate of public comment. Federal agencies typically consult after the development of preferred alternatives and engage YDSP, for the most part, as part of public comments. This weak attempt at consultation discounts YDSP’s status as a sovereign nation and disregards the intent of Executive Order 13175 which mandates meaningful consultation.

\section*{Section VII. Staff Management}

During this year, the EMO consisted of me and four staff members (Figure 17). The Environmental Assistant is a permanent position, funded through the GAP grant. The EMO also employs an Air Quality Specialist and two Environmental Technicians (ET’s). These positions are temporary for the life of the grant under which they are funded. In August, 2006 I was responsible for hiring the two ET's. This was my first experience hiring staff members. I have also been required to discipline staff members for various reasons. This is one of the more difficult aspects of the job. Communication, honesty and respect are key elements for successful disciplinary efforts. Additionally, it is necessary to make employee expectations clear and provide a time period for improvement and reevaluation. Employee job descriptions are key components of performance evaluation. When an employee is not performing the duties described in the job description, the disciplinary action and reason must be documented and discussed with the employee.
Contractors are also employed, periodically, by the EMO. It is my responsibility to evaluate contractor performance, as well. Contractors are evaluated based on the contractor’s Scope of Work, which outlines the duties and obligations to be performed by the contractor. When the contractor is deficient in performing the responsibilities outlined in the Scope of Work, the contract must be reevaluated and discussed with the contractor. For example, the contractor hired for the Biodiesel Demonstration Project was not performing adequately, based on the contractor Scope of Work for the Biodiesel Demonstration Project. After I issued several warnings and made my expectations clear, performance did not improve. It was necessary for me to terminate the contract. The services the contractor was providing were services the EMO had the capacity to perform and I felt the time and money would be better spent without the contractor. This was a
somewhat difficult situation, but was the right decision for the department and grant program.

Section VIII. Budget Management

Each grant the EMO manages has a separate budget. Accurate budgeting is vital to successful grant execution. This requires constant budget evaluation, reallocation of monies and a close working relationship with the YDSP Accounting Department. After the contractor for the Biodiesel Demonstration Project contractor was terminated, it was necessary to reallocate a significant amount of money. With the money saved on contract services, the EMO was able to purchase a diesel pick up truck for departmental use.

Grant budgeting is difficult because the grant fiscal years begin in October and YDSP’s administrative fiscal year begins in January. This year, YDSP made numerous changes in the fringe benefits and taxes charged to each department. This required a significant reworking of already existing budgets and placed substantial pressure on some of the grant funds. The variance in fiscal years can be complicated. Additionally, each grant has its own rules governing budgeting and expenditures to become familiar with. Overall, however, the support from the Accounting and Operations departments is excellent and greatly reduces the burden.

Section VIII. Participate in Administration

As a Director, I also participate in the administration of the Pueblo. Attendance at department head and employee meetings is required. It was necessary to become familiar with YDSP’s administrative system, which includes presenting significant items to Tribal Council for approval. All travel requests, grant applications, budgets and other important items are presented to the Governor and Tribal Council. Tribal Council meetings occur every other Tuesday; Directors request placement on the Council agenda. In this manner, there is departmental oversight and Tribal Council remains informed of the Pueblo’s administrative activities.

Section X. Conclusion

The Ysleta Del Sur Pueblo Environmental Management Office has been a wonderful job experience. Every day is a new challenge and I am constantly learning. Working for a federally recognized Indian nation has been a unique opportunity. I have had the good fortune to become acquainted with culture of the Ysleta del Sur Pueblo.
The position of Environmental Management Director is a great position; however, eventually the position should be filled by an YDSP tribe member. An YDSP member could better represent YDSP interests and would be fully familiar with YDSP’s cultural and environmental needs.

As such, one of my goals in this position is to start an environmental youth group to foster environmental learning and interest in the YDSP youth. I feel that involving YDSP children in the environment at a young age may encourage the children at a later age to pursue a career in the environment. The EMO has already conducted several activities with the YDSP Adventure Program, including Adopt-A-River cleanups on the three mile section of the Rio Grande adopted by YDSP (Figure 18). Additionally, I would like to look into an internship program for a tribe member that is interested in pursuing environmental science in higher education. An internship program within our office would expose the individual to the duties and activities of the EMO and groom the intern for pursuing employment in the EMO upon completion of academic work.

Figure 18. Adopt-A-River cleanup along the Rio Grande with members of the YDSP youth Adventure Program.

The mission of the EMO is to develop tribal capacity with regards to the environment. An YDSP tribe member in the position of EMD would enhance the
capacity significantly. With the support of the War Captain and the EA, I am able to fulfill the needs of the position adequately; however, the position will not be fully realized until it is filled by an YDSP tribe member.

The role of the Institute of Environmental Sciences (IES) has been very significant throughout my time with Ysleta del Sur Pueblo. I most likely would not have this position if it were not for experiences and opportunities obtained through IES. IES allowed me to experience numerous cultures. I feel these experiences prepared me to work with the distinct culture and sovereign nation of YDSP. In addition, classes taken during my time in IES prepared me for the scientific element of working in environmental science, as well as the problem solving and organizational components. My perspective on the environment changed during my time at IES as well and I feel this perspective has contributed to my success in this field. During my time at IES, I had professors, namely Dr. Adolph Greenberg and Dr. Thomas Klak, who introduced and reiterated the idea that humans are not apart from the natural world. Humans are a part of this world and can therefore choose to develop and maintain a beneficial relationship with everything in it. I feel this realization also prepared me to work with an Indian nation.

In conclusion, I have experienced a wonderful opportunity as the Environmental Director for the Ysleta del Sur Pueblo. IES prepared me for this position and contributed to my success. I feel that I have also learned a significant amount from the Pueblo and its people and I look forward to my future experiences with the Tigua nation.
Bibliography


APPENDIX A
Map 1

KEY: • Occupied Pueblo □ Pueblo Ruin ● City or Town
Map 2
CONSULTATION POLICY

Ysleta Del Sur Pueblo

Preface: This document formalizes the existing procedures for consultation (government to government, or otherwise) between the Pueblo of Ysleta del Sur and the United States federal government including any and all agencies/offices/departments/bureaus therein. This policy statement reflects completely the procedures followed and adhered to by this federally recognized Indian tribe during previous consultations and therefore the procedures to be followed and adhered to in future consultations.

Consultation: Consultation is the formal, bilateral process of negotiation, cooperation and policy-level decision-making between two sovereign entities: the Tigua Tribe of Ysleta del Sur Pueblo and the United States Government or its designate. Consultation, therefore, is a process that leads ultimately to a decision. Consultation is not just a process or a mean to an end. As such, it should not be viewed by others and is not viewed by the Pueblo of Ysleta del Sur as a mere formality during the stages of any project. Consultation is not notifying our Tribal Council that an action will occur, requesting written comments on the action or alternative actions, and then proceeding with the action or one of the a priori alternatives. Such authoritarian, top-down procedures do not constitute consultation because a decision is not affected bilaterally between two sovereign entities.

Consultation Objectives:

1) Assures that the Tribal Council and its designates understand fully the technical and legal issues, implications, and probable impacts involved in and resulting from an action or alternatives so that an informed policy-level decision can be made.

2) Improved policy-level decision-making of both the Tribal Council and the federal government.

3) Bilateral decision-making between and among sovereigns leading to co-managerial structure.

4) Protection of Ysleta del Sur Pueblo's cultural and natural resources, cultural tradition, economy and lifestyle.
5) Compliance with and respect for Tribal laws and Tribal integrity.

6) Full compliance with federal Indian law, federal statutes, and federal policy.

7) Develop and achieve mutual decisions through working relationships.

8) Improve the integrity and efficacy of decisions over time.

9) Recognition that the Tribe is both a stakeholder and regulator in projects that have potential or real impacts on tribal resources, culture, and lifestyle.

Consultation Procedures:

The consultation venue works or proceeds in much the same way that federal agencies typically operate. This means a series of technical meetings followed by a series of policy meetings. The technical meetings provide opportunities for consultation by and with the appropriate technical staff of both entities. The policy meetings provide opportunities for the resolution of those issues left unresolved at the technical level and for the resolution of those issues that are clearly policy grounded. The outcome of this procedure is the development of a common understanding of the technical and legal issues affecting or are affected by a decision. It is this common understanding in a democratized context that provides the basis for decision-making. The Tigua Tribal Council will address more cooperatively those issues with which they had been thoroughly consulted with prior to a decision.

Consultation requires that federal agencies and the Tribal Council fully understand their roles in the context of the federally-mandated government-to-government relationship and the responsibilities which devolve upon the federal government under the Trust doctrine. In this environment, both the Tribal Council and the federal agency will benefit from the perspectives each brings to the table. This means personal communication, which is one of the foundations for meaningful consultation. To make this process work, the following series of activities should guide consultation:

1. Federal agency contacts the Governor of the Pueblo of Ysleta del Sur to inform him of an impending project or to conduct an activity which may or may not impact a tribal resource or tribal concern.

2. The Governor, after meeting with the Tribal Council and/or it designates, responds back to the federal agency that this issue is or is not important. If it is important, the Governor will communicate to the federal agency that the Tribe will initiate consultation.

3. Consultation is initiated through technical staff meetings which will inform the respective staffs in a comprehensive way so that each can brief and/or make recommendations to their
respective policy level entities in an informed way.

4. After the technical staff has briefed the Tribal Council, the Council will define the consultation protocol it wishes to follow, which will typically entail additional technical and policy level meetings, research activities, and a final policy level meeting to make a decision. These are then transmitted in written form to the federal agency. The outcome here should be a memorandum of agreement to establish a working relationship between entities.

5. The consultation protocol is followed.

6. A decision couched in bilateral cooperation between the federal agency and the Tribal Council is formulated. This decision will be fully compliant with federal and tribal laws and policies. The decision will protect the resources to which the Tigua Tribe of Ysleta del Sur Pueblo has specific aboriginal and Spanish land grant reserved rights. The decision will protect the cultural tradition and the religious practices of the Tribe.

This consultation policy will insure that Tribal Council and the federal government have not only communicated but have developed mutual understanding and trust. Within this context, policy level decision-making can and must work.